

Minutes of the meeting of the Board of Directors of the Cook County Health and Hospitals System held Friday, April 30, 2010 at the hour of 7:30 A.M. at 1900 W. Polk Street, in the second floor student lounge, Chicago, Illinois.

## **I. Attendance/Call to Order**

Chairman Batts called the meeting to order.

Present: Chairman Warren L. Batts, Vice Chairman Jorge Ramirez and Directors David A. Ansell, MD, MPH; Hon. Jerry Butler; David Carvalho; Quin R. Golden; Benn Greenspan, PhD, MPH, FACHE; Luis Muñoz, MD, MPH; Heather E. O'Donnell, JD, LLM and Andrea Zopp (10)

Absent: Director Sister Sheila Lyne, RSM (1)

Additional attendees and/or presenters were:

Cathy Bodnar	Maurice Lemon, MD	Commissioner Edwin Reyes
Leslie Duffy	Roz Lennon	Deborah Santana
William T. Foley	Charlene Luchsinger	Commissioner Robert Steele
David Goldberg, MD	Orlanda Mackie, MD	Anthony J. Tedeschi, MD, MPH, MBA
Helen Haynes	Terry Mason, MD	
Randolph Johnston	Elizabeth Reidy	

## **II. Public Speakers**

Chairman Batts asked the Secretary to call upon the registered speakers.

The Secretary called upon the following registered public speakers:

1. George Blakemore	Concerned Citizen
2. Richard David, MD	Attending Neonatologist, John H. Stroger, Jr. Hospital of Cook County
3. Simon Piller, MD	Physician, Ambulatory and Community Health Network
4. Emilie Junge	Regional Coordinator, Doctors Council SEIU (written testimony also provided*)
5. Daisy Sewell	Quality Inspector, Angelica Health Service
6. Joseph Costigan	Treasurer, Workers United
7. Alma Jaromaitim	Concerned Citizen
8. Patricia Kling	Neonatal Nurse Practitioner, John H. Stroger Jr. Hospital of Cook County
9. Melanie Balogue	Nurse, John H. Stroger Jr. Hospital of Cook County
10. Todd Maddock	Market Vice President, Angelica Health Service
11. Chuck Atwell	Chief Operating Officer, Healthcare Laundry Systems (written testimony also provided*)
12. Gandaruaka Gray	Concerned Citizen
13. Clem Balanoff	Representing the Office of the Cook County Clerk (written testimony only*)

\*written testimony included in Attachment #1

### **III. Report from Chairman of the Board**

During the Report from the Chairman of the Board, Item VI(A), the Proposed Resolution honoring the Auxiliary of John H. Stroger, Jr. Hospital of Cook County, was taken out of order, read into the record by Chairman Batts, and approved.

#### *Update on recent legislative activity regarding CCHHS*

Chairman Batts stated that Commissioner Goslin recently proposed legislation to make the System Board permanent; this legislation was referred to Commissioner Butler's Health and Hospitals Committee of the County Board for consideration. There have been meetings with various members of the County Board to discuss any concerns they may have with the proposed legislation, and to further flesh out the finer details.

### **IV. Report from Chief Executive Officer**

#### **A. CCHHS 2010 System Leadership Goals**

Mr. Foley presented the CCHHS 2010 System Leadership Goals (Attachment #2), and provided a brief overview.

#### **B. FY2010 System Operational Plan Update**

Dr. Anthony Tedeschi, System Interim Chief Operating Officer presented the FY2010 System Operational Plan Update (Attachment #3), and provided a brief overview.

Roz Lennon, System Chief Clinical Officer, provided additional information with regard to the development of a patient safety and quality structure for nursing.

Dr. Tedeschi informed the Board that as of May 10th, the first two levels of the Stroger Hospital parking garage will be dedicated solely for parking for patients and families. Director Carvalho noted that this development is quite an achievement, and congratulated those involved in this initiative.

During the Board's discussion of the development of partnerships with federally qualified health centers (FQHCs), Director Ansell noted that there should be a checklist of criteria that the System uses to determine whether a partnership will be beneficial for the System. Mr. Foley responded that they are developing criteria as they pursue these partnerships; there is a great deal of potential for partnerships and they are a key component of the strategic plan.

### **V. Board and Committee Reports**

#### **A. Minutes of the Board of Directors Meeting, March 26, 2010**

During the Board's consideration of the meeting minutes, Director Zopp inquired regarding the status of the investigation of a patient complaint that was presented to the Board during the public testimony at the meeting. She noted that there was to be follow-up on the specific complaints by the patient; in addition to this, an investigation into whether the events that led to the complaint were isolated incidents, or whether they were systemic in nature.

**V. Board and Committee Reports**

**A. Minutes of the Board of Directors Meeting, March 26, 2010 (continued)**

Dr. Terry Mason, System Chief Medical Officer, responded that the issue has been addressed by himself and Cathy Bodnar, System Chief Compliance Officer. Currently, they are having issues attempting to contact the patient. Dr. Mason stated that they could find no documentation of some of the allegations that the patient made.

Vice Chairman Ramirez, seconded by Director Zopp, moved the approval of the minutes of the Board of Directors Meeting of March 26, 2010. THE MOTION CARRIED UNANIMOUSLY.

**B. \*\*Minutes of the Human Resources Committee Meeting, April 15, 2010**

Director Zopp, seconded by Director Ansell, moved the approval of the minutes of the Human Resources Committee Meeting of April 15, 2010. THE MOTION CARRIED UNANIMOUSLY.

**C. Minutes of the Finance Committee Meeting, April 16, 2010**

Director Carvalho, seconded by Vice Chairman Ramirez, moved the approval of the minutes of the Finance Committee Meeting of April 16, 2010. THE MOTION CARRIED UNANIMOUSLY.

**D. Minutes of the Audit and Compliance Committee Meeting, April 16, 2010**

Director Muñoz, seconded by Director Ansell, moved the approval of the minutes of the Audit and Compliance Committee Meeting of April 16, 2010. THE MOTION CARRIED UNANIMOUSLY.

During the Board's consideration of this item, Vice Chairman Ramirez briefly assumed the Chair.

**VI. Action Items**

**A. Proposed Resolution honoring the Auxiliary of John H. Stroger, Jr. Hospital of Cook County (Attachment #4)**

(This item was taken out of order, during the Report from the Chairman of the Board.)

Chairman Batts, seconded by Vice Chairman Ramirez, moved the approval of the proposed Resolution honoring the Auxiliary of John H. Stroger, Jr. Hospital of Cook County. THE MOTION CARRIED UNANIMOUSLY.

**B. Contracts and Procurement Items (Attachment #5)**

Leslie Duffy, System Director of Procurement, provided information on the two contractual items presented for the Board's consideration. With regard to request number 1, additional information was provided, detailing the activity to date. Mr. Foley provided an overview of this activity, and noted that since the relationship with the group purchasing organization (GPO) was approved, the System has methodically been looking at opportunities consistent with the spirit of the GPO and in light of the System's financial challenges. He added that the GPO is a major factor in the performance improvement plan. There have been comparative analyses of the bids and pricing to ensure that there is a true "apples to apples" comparison. Their analysis indicates that the System will save \$2 million over the three years by contracting with Standard Textile Co., Inc.

## **VI. Action Items**

### **B. Contracts and Procurement Items (continued)**

Mr. Foley stated that he has had phone conversations on the subject over the past few days with Commissioners Robert Steele and Deborah Sims. Commissioner Sims asked him to relay her concerns regarding the loss of business and loss of jobs from Cook County as a result of this; he noted that Standard Textile Co., Inc.'s headquarters are in Cincinnati, and their laundry service is in Batavia.

Vice Chairman Ramirez noted that when the System Board approved the GPO, the intent was never to do away with jobs here in the County. He recognized that the GPO has been beneficial to the System and is part of the performance plan; however, he stated that when one looks at what will happen to the workers who live or work less than a mile from Stroger Hospital, they will lose work or their jobs. He stated that the testimony provided earlier by some of the owners of these businesses is troubling, as it seems contradictory to the information provided relating to the item. He stated that the Board should get all of the facts and have a true "apples to apples" comparison before deciding to move forward.

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At this time, Chairman Batts recessed the meeting to the call of the Chair, in order to allow the Special Board Meeting scheduled for 9:30 A.M. to be called to order and recessed to the call of the Chair. Following this activity, Chairman Batts reconvened the Meeting, and the Board resumed its consideration of the items presented.

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Mr. Foley stated that doing the side-by-side analysis was very complicated; he stated that he personally looked at the analyses and data from three different sources and consulted with his team. He stated that, as Chief Executive Officer, he is confident that the analysis is fair and that this \$2 million savings, plus the chargeback from the GPO as referenced by Ms. Duffy, is a real savings.

Director Carvalho noted that the County Ordinance directed the System to look at a GPO as a way of saving money, so that the System can provide more care. So the System, very systematically, developed a request for proposals (RFP) for a GPO, went through the RFP process, went through all of the steps necessary to develop a GPO, and finally engaged with the GPO. The whole point of the GPO is that it saves money, by purchasing with the aggregate purchasing power of others in the industry. The natural and inevitable next step is to systematically go through everything being purchased, to try to figure out if it can be purchased at a better price under the GPO. With this conclusion, in every instance in which the System purchases under the GPO, the following will occur: a relationship will be disrupted with an existing vendor that the System has chosen to cancel early for convenience; or relationships will be changed if the current vendor whose contract is expired is not the vendor under the GPO. He stated that his question regarding whether the analysis was accurate and the projected savings is real was addressed by Mr. Foley. With confidence in the management's analysis, he stated that he supports this item.

## **VI. Action Items**

### **B. Contracts and Procurement Items (continued)**

Director Butler indicated that the GPO is not a new issue. He stated that the Board has been charged to try and correct the System; he added that the Board cannot correct the System without touching any pieces.

Director O'Donnell agreed with the comments made by Directors Carvalho and Butler; and added that the GPO was a very long and well thought-out process.

Vice Chairman Ramirez stated that he has a concern with the reconciliation of some of the different stories and pieces of information received at this meeting. He inquired regarding the results of the second bid opening. Helen Haynes, System Associate General Counsel, responded that HLS was lower than Angelica in response to both competitive bids. Mr. Foley added that there were two bidders, Angelica and HLS, who responded to both competitive bids. Director Carvalho provided additional information on the subject, noting that this was an unusual case in which the System had gone so far to do this under the competitive bid process before there was a GPO. So the information from the bid process is included in the information stream for comparison. Ordinarily, the information provided for a GPO purchase would likely include an analysis of the marketplace and current contract.

Chairman Batts indicated that Cook County Commissioners Edwin Reyes and Robert Steele were present, and would like to address the System Board on the subject.

Commissioner Reyes inquired regarding the previous competitive bids and the RFP issued for this product. He noted that the current vendor, Angelica, has been the vendor for this product for twenty-five years.

Commissioner Steele stated that one issue that was very germane to him relates to the projected savings of \$2 million over three years and whether this will be a realized savings; he noted that he sponsored the Contract Measurement Ordinance, to monitor contracts to ensure that contract cost or savings meet the projections and expectations are fulfilled during the contract period. He stated that he was concerned with the loss of jobs in Cook County that will result from this contract, and noted that the current vendor, Angelica, lies within his district. He stated that he did not believe the comparison was a true "apples to apples" comparison.

Director Muñoz stated that he agrees with the concept of the GPO. He added that this situation was inevitable, as the System uses the GPO as a primary source for resources and materials. He stated that a mentoring report, showing how the GPO is mentoring small companies into their GPO ranks, is needed from the GPO on a regular basis.

Elizabeth Reidy, System General Counsel, provided information on the Board's authority in relation to System contracts and procurement items. She stated that the System Board has the authority to make purchases consistent with the County's Procurement Ordinance and the enabling Ordinance, which established the Cook County Health and Hospitals System. She stated that the enabling Ordinance specifically says that a power and authority, responsibility of this Board, is to begin making purchases through a purchasing consortia, such as a GPO.

## **VI. Action Items**

### **B. Contracts and Procurement Items (continued)**

Director O'Donnell, seconded by Director Ansell, moved to approve the Contracts and Procurement Items. THE MOTION CARRIED.

Vice Chairman Ramirez voted NO on request number 1. He added that he would like the comparison analyses to be provided to him.

### **C. Any items listed under Sections V, VI and VII**

## **VII. Closed Session Discussion/Information Items**

### **A. Medical Staff Appointments/Reappointments/Changes**

### **B. Stroger Hospital Medical Staff Credentialing Matter**

### **C. **\*\*Minutes of the Human Resources Committee Meeting, April 15, 2010****

Director Zopp, seconded by Director Butler, moved to recess the regular session and convene into closed session, pursuant to the following exceptions to the Illinois Open Meetings Act: 5 ILCS 120/2(c)(2), regarding "collective negotiating matters between the public body and its employees or their representatives, or deliberations concerning salary schedules for one or more classes of employees," 5 ILCS 120/2(c)(1), regarding "the appointment, employment, compensation, discipline, performance, or dismissal of specific employees of the public body or legal counsel for the public body, including hearing testimony on a complaint lodged against an employee of the public body or against legal counsel for the public body to determine its validity," and 5 ILCS 120/2(c)(17), regarding "the recruitment, credentialing, discipline or formal peer review of physicians or other health care professionals for a hospital, or other institution providing medical care, that is operated by the public body."

On the motion to recess the regular session and convene into closed session, a roll call was taken, the votes of yeas and nays being as follows:

Yeas: Chairman Batts, Vice Chairman Ramirez and Directors Ansell, Butler, Carvalho, Golden, Greenspan, Muñoz, O'Donnell and Zopp (10)

Nays: None

Absent: Director Lyne (1)

THE MOTION CARRIED UNANIMOUSLY and the Board convened into closed session.

Chairman Batts declared that the closed session was adjourned. The Board reconvened into regular session.

**VII. Closed Session Discussion/Information Items (continued)**

Director Butler, seconded by Director Greenspan, moved to approve the Medical Staff Appointments/Re-appointments/Changes (Attachment #6). THE MOTION CARRIED UNANIMOUSLY.

Director Muñoz, seconded by Director Greenspan, moved to uphold the summary suspension of the clinical privileges of the physician who is the subject of the medical staff matter referred to in Agenda Item VII(B) of today's agenda; and to adopt the Hearing Committee's Report as the basis for the Board's action. THE MOTION CARRIED.

Vice Chairman Ramirez and Directors Ansell and Golden voted PRESENT.

Director Muñoz, seconded by Director O'Donnell, moved to deny the reappointment to the Medical Staff of Stroger Hospital of the physician who is the subject of the medical staff matter referred to in Agenda Item VII(B) of today's agenda; and to adopt the Hearing Committee's Report on this matter as the basis for the denial. THE MOTION CARRIED.

Vice Chairman Ramirez and Directors Ansell and Golden voted PRESENT.

**VIII. Adjourn**

Vice Chairman Ramirez, seconded by Director Muñoz, moved to adjourn. THE MOTION CARRIED UNANIMOUSLY AND THE MEETING ADJOURNED.

Respectfully submitted,  
Board of Directors of the  
Cook County Health and Hospitals System

XXXXXXXXXXXXXXXXXXXXXXXXXXXX  
Warren L. Batts, Chairman

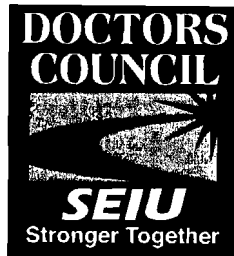
Attest:

XXXXXXXXXXXXXXXXXXXXXXXXXXXX  
Deborah Santana, Secretary

Cook County Health and Hospitals System  
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ATTACHMENT #1





April 21<sup>st</sup>, 2010

CCHHS Board Members

Dear Board Member:

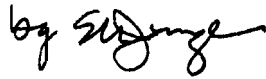
We are writing as front line doctors in Doctors Council SEIU who are concerned about the implementation of the CareLink policy, which will include charging additional co-pays to patients, requiring retroactive payment, and turning away patients who do not comply with billing requirements. We understand and support the need for more revenue to cover the uninsured. However, as front line physicians who see the uninsured every day, we are concerned about any implementation of an aggressive billing policy that is counter to our mission and not conducive to improving the CCHHS system. We would like to Board to meet with us to discuss these issues before implementing the proposed policy and to discuss the following:

- At least 63% of the CCHHS system patients are "self-pay" – more than all the other safety net hospitals in Chicago combined. Most of our patients have no disposable income, and any cash-in-advance (or collection agency) tactics will simply cause people to stay home and could ultimately remove any source of possible health care for them. Problems with communicating the LOL billing process in different facilities already continue to drive patients away;
- We will lose patients under this policy, including those who may eventually obtain Medicaid and then decide not to return to CCHHS. Now is not the time to discourage the indigent from using our system, rather, all efforts should be geared towards keeping our Medicaid and Medicare-eligible patients in the system and gearing up the enrollment system to capture 3d party payments, which should grow under the new healthcare legislation;
- Requiring some patients to "return with the documents" as a requirement for care is an insurmountable obstacle for some patients; turning them away for failure to comply is problematic and may violate the mission to provide care to all Cook County citizens "regardless of ability to pay," and will clearly discourage the undocumented, a significant part of our patient base, leaving them to emergent care.
- We are concerned that an aggressive billing policy will result in the unnecessary expenditure of CCHHS resources for collections;

- We believe that ideas such as this create a need for more physician, patient and community representation on the CCHHS Board before such policies are adopted.

Thank you for your consideration of these comments. We hope you will rescind or revise this policy and ensure that we are acting responsibly and within the intent of the CCHHS mission.

Respectfully,  
Doctors Council SEIU

A handwritten signature in black ink, appearing to read "by [unclear]".

I represent Healthcare Laundry Systems in Wheeling, IL, Cook County. On 3 separate occasions over the last 3 years HLS has provided Cook County with the low price, low cost bid for laundry services – including the current proposed cost of \$4.5M over 3 years which is 30% less than your contract from the Cincinnati based Standard Textiles. Their laundry sub-contractor is Wisconsin based and will receive 85% of the funds paid by Cook County – and they are not a minority owned business, and they are not a local business. Why are we sending our dollars out of state?

We have been qualified as a provider by Cook County contract compliance, and we've abided by all of the terms of the previous RFP's and proposal requests. We are the largest provider of healthcare laundry services in Cook County providing over 75 million pounds of laundry service to healthcare facilities annually. All of our employees, from senior management to production workers are Cook County residents and taxpayers – and we're the low-cost qualified bidder.

Now a sole source contract is being signed, the terms of which are not being shared with the public. The cost is being deceptively compared to the RFP responses with no evidence that the service requirements are the same. The RFP had numerous errors, misrepresentations and omissions that made the cost appear inflated, to include:

- Providing 60,000 disposable pillows per year (that are already on a separate RFP)
- Provide 250,000 scrubs per year to a facility that doesn't use scrubs
- Provide 47,000 bed packs per year to a facility that doesn't use bed packs
- Provide 6 FTE's for linen distribution and soil collection

These 4 errors are valued at over \$1 million per year – and they are just a sample of the issues in the RFP. These discrepancies were brought to the attention of CCHHS purchasing staff on numerous occasions, only to be ignored.

We ask that you put this multi-year, multi-\$million contract out for a fair and competitive, open bid. We also ask that the bid be modified to be an accurate representation of the services, quantities and products that Cook County will consume. This will ensure the residents of Cook County and the patients of Cook County receive the best value and service that is available. The time for transparency and integrity from the Cook County Health and Hospital System Board is now.

Chuck Rossmiller – CEO

Chuck Atwell - COO

**OFFICE OF COOK COUNTY CLERK DAVID ORR**

69 W. Washington, Suite 500, Chicago, Illinois 60602



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April 30, 2010

To the Cook County Health and Hospital System Board of Directors:

It has been called to my attention that the Cook County Hospital Board is on the verge of approving a no-bid contract for laundry services. Such a move would halt service from a local union vendor, Angelica Corporation, and may put 100 of their employees out of work. I am very concerned about this action.

Of course, the loss of local jobs is a serious concern for me. But more than that, I understand there are many local firms that either alone or in combination could provide the same services of the prospective launderer. From my understanding, these are not the appropriate circumstances for a no-bid contract.

If there is a strong reason to proceed with a no-bid contract, it should be made public. Otherwise, I urge the board to reconsider.

Sincerely,

David Orr  
Cook County Clerk

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ATTACHMENT #2

**COOK COUNTY HEALTH AND HOSPITALS SYSTEM  
FY 2010 CCHHS SYSTEM LEADERSHIP GOALS**

Goal #	Task	Staff	Completion Date	Status
1	<b>Approve strategic plan including 5-year financial plan.</b>	CEO	6/30/10	Analytic design has been completed; database determined. Progress Report and Board Planning Retreat scheduled for 4/30/10.
	UCMC/CCHHS joint feasibility study exploring a clinical collaboration at Provident Hospital. ▪ Phase I – Situation assessment and feasibility study. ▪ Phase II – Operational and organizational planning issues.	CEO	Phase I – 4/1/10 Phase II – 6/1/10	Phase I complete with go/no go decision to proceed with Phase II expected by 5/27/10.
	Develop a comprehensive marketing and communications plan to educate the County Board, elected officials and public regarding the plan and enhance CCHHS' image in the market.	Director of Public Relations	8/30/10	To be completed following approval of Strategic Plan.
2	<b>Complete Enterprise Resource Planning (ERP) system implementation including general ledger, payroll, materials management and human resources.</b>	CFO and CIO	11/30/10	General ledger complete. Working on interface with County regarding human resources, materials management and accounting.
3	<b>Design and implement a management restructuring and development plan.</b>	System Leadership	6/30/10	
	Complete management assessment.		3/31/10	Assessment complete.
	Restructure system-wide management.		4/30/10	Restructuring in process.
	Establish a leadership development program.		11/30/10	
4	<b>Achieve the CCHHS FY10 operating budget including.</b>	System Leadership	11/30/10	
	Incorporating \$80M budgeted savings and \$26M reduction related to tax roll back.			Developing process for implementing \$106 million reductions.
5	<b>Complete workforce rebalancing plan.</b>	System Leadership	8/31/10	Phase I reductions have eliminated approximately 1,000 FTE positions (vacant and filled). Phase II has identified 350 positions for elimination and is in planning stages.
	Achieve budgeted savings.		11/30/10	

Goal #	Task	Staff	Completion Date	Status
<b>6</b>	<b>Implement system-wide quality, patient safety and risk management structure.</b>	CEO, CCO, CMO, General Counsel and Director of Quality and Patient Safety.		Structure has been developed.
	Recruit System Director of Quality & Patient Safety and appropriately staff department.		6/30/10	Recruitment for Director of Quality & Patient Safety is underway; candidate interviews in process.
	Recruit System Director of Risk Management and appropriately staff department.		3/31/10	Melinda Malecki assumed position of Director of Risk Management on 3/15/10.
	Complete and implement quality reorganization plan.		9/30/10	CMO presented plan to the Quality & Patient Safety Committee on 3/16/10 and approved by Board of Directors on 3/26/10.
	Implement complete online Physician documentation (Power Note) across the System.		11/30/10	
	Achieve HIMSS Level 6 for the Emergency Department across the System.		11/30/10	
	Maintain accreditation status at all member organizations.			Successful Stroger Hospital Joint Commission survey completed 2/26/10.
	Achieve Best in Class Performance in SCIP, CHF, CAP and AML.		11/30/10	
<b>7</b>	<b>Develop and implement a service excellence plan with focus on: employee satisfaction, patient satisfaction and cultural diversity.</b>	System Leadership	11/30/10	
	Recruit System Director of Diversity & Multi-Cultural Affairs.			Recruitment is underway; candidate interviews in process.
	Measurable improvement in system-wide Press-Gainey patient satisfaction survey scores.			
	Conduct baseline employee satisfaction survey.		11/30/10	
<b>8</b>	<b>Develop and implement comprehensive Internal Audit and Corporate Compliance functions within CCHHS.</b>	Director of Internal Audit and Director of Corporate Compliance	6/30/10	Organizational plans approved by Audit and Compliance Committee.
<b>9</b>	<b>Complete assessment of Graduate Medical Education (GME) Program.</b>	CEO, CFO, CMO, Stroger Hospital CMO	11/30/10	
	Conduct cost/benefit analysis of GME Program.			GME Program cost/benefit analysis included in Performance Improvement RFP.
	Finalize recommendation for program restructuring based on assessment.			

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ATTACHMENT #3



# Cook County Health & Hospitals System

The color in the far right column denotes the progress of the operational initiative.

**Significant Issue (SI) Red = 1%**

**Outstanding Issue/On Track (OI/OT) Yellow = 94%**

**Complete (C) Green = 5%**

The color in the far left column denotes the category of the operational initiative as defined below.

Leadership	Financial Performance	Efficiency	Quality	Service & Satisfaction	Workforce Excellence	Market Share	Physician Partnership	Strategic Planning

## Cook County Health & Hospitals System

### Operations Stoplight Summery- March 26, 2010

Ops Number	Description	Assignee	Co-Assignee	Due Date	Revised Due Date	Comments	Status
1	Develop and implement an annual communication plan. The plan should be based on a needs assessment and incorporate evidence-based methods aimed at improving communication within CCHHS	System Director Public Relations	System CEO	3/31/2010		Completed	C
2	Implement a daily productivity management system and demonstrate consistent staffing as compared to national benchmarks	Director PIP	System COO and site COOs	7/31/2010		Program development is part of performance improvement RFP.	OI/OT
3	Development of Patient Safety and Quality Structure for Nursing: -recruit and hire Patient Safety and Quality Director (in conjunction with CMO) -identify current nursing quality measures and nursing sensitive indicators within sites -establish structure for review and reports, - Create nursing dashboard	System CCO	Local Site CNOs	8/31/2010		Nursing quality indicators across the system have been collected and are in process of review.	OI/OT
4	Develop and implement short term solution to parking challenges that improves access for patients and families	Stroger CFO	Stroger COO	2/15/2010	3/15/2010 4/15/2010 5/3/2010	The use of the parking lot is schedule to begin May 3, 2010. Contingency plans were developed because of the lack of volunteers. .	OI/OT
5	Develop and implement two pilot projects with Federally Qualified Health Centers aimed at building a partnership model that can be successfully replicated and spread within CCHHS	System COO	System CMO	6/30/2010		Family Christian Health Center and Alivio Medical Center have been identified as potential project partners. Work in Progress.	OI/OT

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ATTACHMENT #4

**R-10-05**

**RESOLUTION**

**Sponsored by**

**WARREN BATTS  
CHAIRMAN OF THE BOARD OF DIRECTORS  
OF THE COOK COUNTY HEALTH AND HOSPITALS SYSTEM**

**HONORING THE AUXILIARY OF  
JOHN H. STROGER JR. HOSPITAL OF COOK COUNTY**

WHEREAS, since 1986 the Auxiliary of John H. Stroger Jr. Hospital of Cook County has funded patient projects throughout the hospital and Fantus Clinic; and

WHEREAS, the Auxiliary sponsors a variety of projects and programs that enhance the care of our patients which include: two apartments in the Illinois Medical District guest house funded for our long-term care patients and their families; the Snow City Arts program where professional artists come to the hospital to instruct our pediatric patients; partnering with IDOT to provide car seats at greatly reduced prices; prenatal childbirth classes; and handmade layettes for our new babies; and

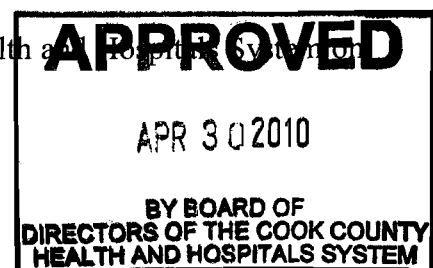
WHEREAS, the first Auxiliary of Stroger Hospital fundraiser was held on April 24, 2010, the Breath of Spring Luncheon with over 250 guests; and

WHEREAS, at the luncheon the Auxiliary honored three physicians, Dr. Jeffrey J. Schaidler, Chairman of the Department of Emergency Medicine; Dr. Demetra Soter, Coordinator in the Pediatric Trauma Center, Pediatric Burn Unit and the Pediatric ICU and Emergency Room; and Dr. Angela Wilks, Director of Neonatal ICU - we congratulate you on this well deserved tribute; and

WHEREAS, we offer our deepest thanks to the dedicated and hard working volunteers of the Auxiliary of John H. Stroger Jr. Hospital of Cook County Board Members: Marguerite Anderson, Devy Auerbach, Janice Bennett, Saida Callahan, Pearl Clark, Betty Cole, Sarah DeMink, Jeannette Francis, Georgina Garcia, Melissa Hayes, Susan Hanson, Jane Kantowicz, Pre Mehta-Kohli, Cathie Moscato, Gertrude Novak, MD, Joan Pouleson, Liddie Sanders, Demetra Soter, MD, Mary Spooner, Catherine Starmann, Kathleen Tannyhill, Audrey Tuggle, Sue Williams and Yolanda Williams;

NOW, THEREFORE, BE IT RESOLVED, that on behalf of the Board of Directors of the Cook County Health and Hospitals System I hereby commend the members of the Auxiliary for their long standing commitment to the care and well-being of our hospital and its patients and wish them much continued success.

Approved by the Board of Directors of the Cook County Health and Hospitals System on  
April 30, 2010.



Cook County Health and Hospitals System  
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April 30, 2010


ATTACHMENT #5

COOK COUNTY HEALTH AND HOSPITALS SYSTEM  
ITEM VI(B)  
APRIL 30, 2010 BOARD OF DIRECTORS MEETING  
CONTRACTS AND PROCUREMENT ITEMS

Request #	Vendor	Service or Product	Fiscal Impact	Affiliate / System	Begins on Page #
<b>Enter Into and Execute Contract</b>					
1	Standard Textile Co., Inc.	Linen Services	\$6,540,000.00	System	2
<b>Extend Contract</b>					
2	Angelica Healthcare Services Group	Laundry Linen Services	No fiscal impact	CHSCC, PHCC, SHCC, OFHCC	5

# Cook County Health & Hospitals System

## BOARD APPROVAL REQUEST

DATE: 4/5/2010		PRODUCT/SERVICE: Linen Services	
TYPE OF REQUEST: Enter into and execute		VENDOR/SUPPLIER: STANDARD TEXTILE CO., INC CINCINNATI, OH	
SELECTION OF METHODOLOGY: BID / SOLE SOURCE/ RFP/ PURCHASING CONSORTIA/ COMPARABLE GOVERNMENT BID: GPO			
ACCOUNT #		FISCAL IMPACT:	GRANT FUNDED AMOUNT:
897/330		Cermak 400,000	
891/330		Oak Forest 1,000,000	
898/330		Provident 800,000	
240/330		Stroger 4,340,000	
		Total \$6,540,000	
CONTRACT PERIOD: 5/1/2010 through 4/30/2013		REQ#/CONTRACT# H10-25-026	
REQUESTING DEPT/AFFILIATE: Linen System Stroger, Oak Forest, Provident, and Cermak		SPONSOR: LESLIE DUFFY  SR DIRECTOR - CCHHS	
IS THIS REQUEST THE LOWEST BIDDER/SUPPLIER? NO GPO		IS THIS CONTRACT SOLE SOURCE? YES with GPO	

**JUSTIFICATION:** Standard Textile Linen & Laundry will be providing complete laundry management services. The previous lowest bidder was \$14 million for four years prorated over three years is \$10.5 million compared to Standard Textile at \$6.54 million over three years. The projected savings of 38% is driven by services to be provided by vendor itemized in the attached exhibit E. Vendor is providing pricing guarantee that cost will not exceed \$2.18 million on an annual basis. (.45 cents per clean linen poundage).

**TERMS OF REQUEST:**

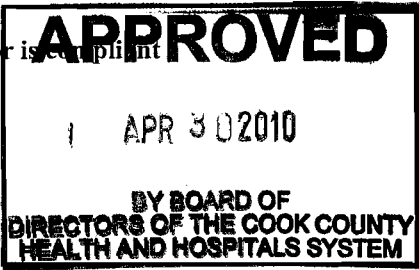
Requesting to enter into and execute contract# H10-25-026 from 5/1/2010 through 4/30/2013.


**HAS THIS BEEN REVIEWED BY CONTRACT COMPLIANCE?** Yes

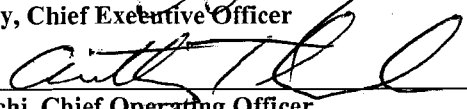
**WHAT PERCENTAGE OF THIS CONTRACT IS MBE/WBE?** Yes, Vendor is compliant

**ATTACHMENTS**

BID TABULATIONS: No  
CONTRACT COMPLIANCE MEMO: YES



CCHHS CEO:   
William T. Foley, Chief Executive Officer

CCHHS COO:   
Anthony Tedeschi, Chief Operating Officer

Request #  
1

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• John H. Stroger, Jr. Hospital of Cook County • Oak Forest Hospital • Provident Hospital • Ruth M. Rothstein CORE Center •

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**EXHIBIT E**  
**CONTROLTEX® LINEN MANAGEMENT SUPPORTIVE SERVICES**

**COMPLETE SUMMARY OF FINANCIAL ACTIVITY**

- Examination of the costs attributable to the laundry/linen system translated into cost per adjusted patient day reporting.
- Administration can judge the effectiveness of the current system and analyze future performance.

**QUALITATIVE AND QUANTITATIVE ASSESSMENT OF LAUNDRY/LINEN PROCESSES**

- Comprehensive system audit and in-depth analysis scrutinizing distribution, processing, work flow and user habits.

**SPECIFIC OPERATIONAL RECOMMENDATIONS FOR PROCESS IMPROVEMENT**

- Tactics and techniques are presented which when implemented are designed to reduce laundry/linen costs.

**ANALYSIS OF LINEN PRODUCTS CURRENTLY IN USE**

- Provides the best patient care at the lowest laundry/linen cost per use.

**DEPARTMENTAL SURVEY/NEEDS ANALYSIS OF LINEN USING AREAS**

- All aspects of the laundry/linen operation are scrutinized from the user's perspective.
- Opens lines of communication with the laundry/linen managers and creates linen awareness.

**COORDINATE AND ASSIST WITH SYSTEM WIDE LINEN INVENTORIES**

- Preparation of the facility for all phases of the audit.
- Summaries identifying linen replacement rates, mysterious disappearance, par levels, and inventory value are provided.

**USAGE/POUNDAGE ANALYSIS WITH TRENDING AND BENCHMARKING GRAPHICS**

- Usage profiles are reported by area and facility indicating per patient day usage by item and pounds per activity in a comparative period reporting format.
- Statistical data is translated into visual graphic interpretations for quick evaluations of productivity and performance.
- Operational statistics are analyzed on a regional and national basis from our nationwide database.

**OPTIMAL STOCKING LEVELS BASED ON INDIVIDUAL UNIT PROFILE**

- To provide better utilization of product, cart/closet stocking level reports are based on activity/usage.
- Recommended stocking positions for varying activity levels maintain proper distribution and flow of linen.

**FORECASTING OF LINEN REQUIREMENTS FOR A J.I.T. DELIVERY SCHEDULE**

- Reports determine proper time and quantity of goods to inject into the system.
- Usage, inventory and replacement provide information for a planned purchasing program that is aligned with the facility's linen budget.

**IDENTIFICATION AND ANALYSIS OF LINEN REPLACEMENT BASED ON DISCARD AND MYSTERIOUS DISAPPEARANCE**

- Report summarizes inventory results and purchases to determine product replacement based on legitimate discard versus items that leave the system in an unauthorized manner.
- Item replacement is benchmarked against similar size/region facilities.
- Longevity and cost per use can be determined to judge the effectiveness of a particular product in the system.



THE BOARD OF COMMISSIONERS

TODD H. STROGER

PRESIDENT

EARLEAN COLLINS  
ROBERT STEELE  
JERRY BUTLER  
WILLIAM M. BRAVERS  
DEBORAH SIMS  
JOAN PATRICIA MURPHY  
JOSEPH MARIO MORENO  
EDWIN REYES

1st Dist.  
2nd Dist.  
3rd Dist.  
4th Dist.  
5th Dist.  
6th Dist.  
7th Dist.  
8th Dist.

PETER N. SILVESTRI  
BRIDGET GAINER  
JOHN P. DALEY  
FORREST CLAYPOOL  
LARRY SUPFREDIN  
GREGG GOSLIN  
TIMOTHY D. SCHNEIDER  
ANTHONY J. PERAICA  
ELIZABETH ANN DODDY NORMAN

9th Dist.  
10th Dist.  
11th Dist.  
12th Dist.  
13th Dist.  
14th Dist.  
15th Dist.  
16th Dist.  
17th Dist.



COOK COUNTY  
OFFICE OF CONTRACT COMPLIANCE

BETTY HANCOCK PERRY  
DIRECTOR

118 North Clark Street, Room 1020  
Chicago, Illinois 60602-1304  
TEL (312) 603-5502  
FAX (312) 603-4547

April 6, 2010

Ms. Leslie Duffy  
Senior Director  
Supply Chain Management  
1900 West Polk Street, Suite 220  
Chicago, IL 60612

Re: Contract No. H10-25-026

Dear Ms. Duffy:

The following bid for the above referenced contract has been reviewed for compliance with the General Conditions regarding the Minority and Women Owned Business Enterprises Ordinance and has been found to be responsive to the Ordinance:

- Standard Textile Co., Inc.

The Office of Contract Compliance has been advised that no other bidders are being recommended for award.

Sincerely,

Betty Hancock Perry  
Contract Compliance Administrator  
BHP/hrtj



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# Cook County Health & Hospitals System

## BOARD APPROVAL REQUEST

DATE: 4/20/2010		PRODUCT/SERVICE: Laundry Linen Services	
TYPE OF REQUEST: Extension - Time Only		VENDOR/SUPPLIER: Angelica Healthcare Services Group Chicago, IL	
SELECTION OF METHODOLOGY: BID / SOLE SOURCE/ RFP/ PURCHASING CONSORTIA/ COMPARABLE GOVERNMENT BID: Bid			
ACCOUNT # JHS - 897/222 CHS - 240/222 OFH - 898/222 PH - 891/222		FISCAL IMPACT: None	GRANT FUNDED AMOUNT: None
CONTRACT PERIOD: 4/30/2010 through 7/31/2010		REQ#/CONTRACT# 04-53-481	
REQUESTING DEPT/AFFILIATE: Linen System - Stroger, Cermak Health, Oak Forest & Provident Hospitals		SPONSOR: Leslie Duffy, Sr. Director - CCHHS	
IS THIS REQUEST THE LOWEST BIDDER/SUPPLIER? Extension at no increase in cost		IS THIS CONTRACT SOLE SOURCE? No	

**JUSTIFICATION:** The Finance Committee has deferred the linen and laundry services contract to the Board of Directors Meeting April 30, 2010. The contract extension expired April 30, 2010. Therefore CCHHS is requesting an extension for 3 months with the current vendor, Angelica Healthcare Services Group

**TERMS OF REQUEST:** This request is an extension for a period of three (3) months from 4/30/2010 through 7/31/2010.

**HAS THIS BEEN REVIEWED BY CONTRACT COMPLIANCE?** Not required for Time-Only

**WHAT PERCENTAGE OF THIS CONTRACT IS MBE/WBE?** Not required for Time-Only

**ATTACHMENTS**

**BID TABULATIONS:** No

**CONTRACT COMPLIANCE MEMO:** No

CCHHS COO: *Anthony Tedeschi*  
Anthony Tedeschi, Chief Operating Officer

CCHHS CEO: *William Foley*  
William Foley, Chief Executive Officer

APPROVED

1 APR 30 2010

BY BOARD OF  
DIRECTORS OF THE COOK COUNTY  
HEALTH AND HOSPITALS SYSTEM

Request #  
2

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• John H. Stroger, Jr. Hospital of Cook County • Oak Forest Hospital • Provident Hospital • Ruth M. Rothstein CORE  
Center •

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Cook County Health and Hospitals System  
Minutes of the Board of Directors Meeting  
April 30, 2010

ATTACHMENT #6

# John H. Stroger, Jr. Hospital of Cook County



Medical Staff Appointments/Reappointments Subject to Approval by the Cook County Health and Hospitals System Board of Directors

## INITIAL APPOINTMENT APPLICATIONS

Bell, Elisa, MD Appointment Effective:	Correctional Health Serv/Psychiatry April 30, 2010 thru April 29, 2012	Voluntary Physician
Howard, Jonathan, MD Appointment Effective:	Correctional Health Serv/Psychiatry April 30, 2010 thru April 29, 2012	Voluntary Physician
Mynatt, Maria, MD Appointment Effective:	Correctional Health Serv/Psychiatry April 30, 2010 thru April 29, 2012	Voluntary Physician
Puisis, Michael, MD Appointment Effective:	Correctional Health Serv/Medicine April 30, 2010 thru April 29, 2012	Active Physician
Sullivan, Ryan, MD Appointment Effective:	Surgery/General Surgery April 30, 2010 thru April 29, 2012	Voluntary Physician
Tanwar, Sonia, MD Appointment Effective:	Medicine/General Medicine April 30, 2010 thru April 29, 2012	Active Physician
Yoo, Kyung, MD Appointment Effective:	Correctional Health Serv/Radiology April 30, 2010 thru April 29, 2012	Active Physician

## REAPPOINTMENT APPLICATIONS

### Department of Emergency Medicine

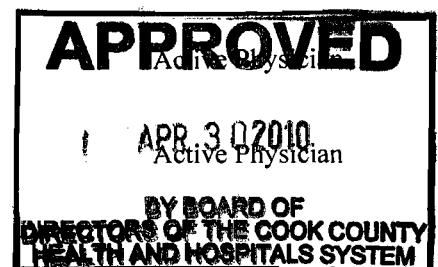
Flippin, Ardena, MD Reappointment Effective:	Emergency Medicine April 30, 2010 thru April 29, 2012	Honorary Physician
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### Department of Medicine

Ahmed, Wasay U., MD Reappointment Effective:	General Medicine May 20, 2010 thru May 19, 2012	Active Physician
Bartt, Russell, MD Reappointment Effective:	Neurology May 20, 2010 thru May 19, 2012	Active Physician
Badri, Sheila, MD Reappointment Effective:	Infectious Disease May 16, 2010 thru May 15, 2012	Active Physician
Catchatourian, Rosalind, MD Reappointment Effective:	Hematology/Oncology May 20, 2010 thru May 19, 2012	Active Physician

Item VII(A)  
CCHHS Board Meeting of April 30, 2010

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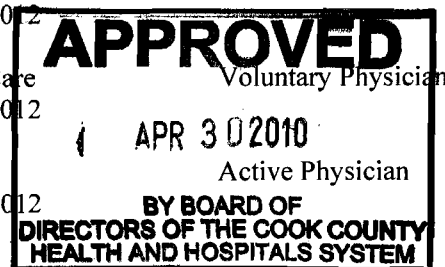


**John H. Stroger, Jr. Hospital of Cook County**  
**Reappointment Applications**  
**Department of Medicine (cont'd)**

Danel, Isabell A., MD Reappointment Effective:	General Medicine May 14, 2010 thru May 13, 2012	Voluntary Physician
Deamant, Catherine D., MD Reappointment Effective:	General Medicine May 16, 2010 thru May 15, 2012	Active Physician
Disavino, Elia, MD Reappointment Effective:	Neurology May 16, 2010 thru May 15, 2012	Voluntary Physician
El-Khadra, Maan S., MD Reappointment Effective:	Adult Cardiology May 07, 2010 thru May 06, 2012	Active Physician
Feldman, Jerry, MD Reappointment Effective:	Dermatology May 20, 2010 thru May 19, 2012	Active Physician
French, Audrey, MD Reappointment Effective:	Infectious Disease May 07, 2010 thru May 06, 2012	Active Physician
Goodwin, James, MD Reappointment Effective:	Neurology May 16, 2010 thru May 15, 2010	Consulting Physician
Harris, Alan, MD Reappointment Effective:	Infectious Disease May 16, 2010 thru May 15, 2012	Active Physician
Hayden, Mary, MD Reappointment Effective:	Infectious Disease May 20, 2010 thru May 19, 2012	Voluntary Physician
Hinkamp, David, MD Reappointment Effective:	Occupational Medicine May 16, 2010 thru May 15, 2012	Voluntary Physician
Kazlauskaite, Pasa, MD Reappointment Effective:	Endocrinology May 20, 2010 thru May 19, 2012	Voluntary Physician
Kelleher, Patricia, MD Reappointment Effective:	Occupational Medicine/Employee Health Srv. May 20, 2010 thru May 19, 2012	Active Physician
Kelly, Michael, MD Reappointment Effective:	Neurology May 16, 2010 thru May 15, 2012	Active Physician
Kessler, Harold, MD Reappointment Effective:	Infectious Disease May 16, 2010 thru May 15, 2012	Voluntary Physician
Kudaravalli, Padma, MD Reappointment Effective:	General Medicine May 16, 2010 thru May 15, 2012	Active Physician
Marantz, Susan, MD Reappointment Effective:	Pulmonary/Critical Care May 20, 2010 thru May 19, 2012	Voluntary Physician
Mascarell, Susan, MD Reappointment Effective:	Endocrinology May 20, 2010 thru May 19, 2012	Active Physician

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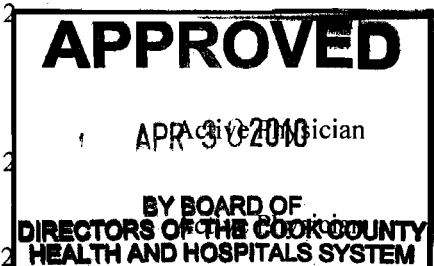


**John H. Stroger, Jr. Hospital of Cook County**  
**Reappointment Applications**  
**Department of Medicine (cont'd)**

Mc Dunn, Susan, MD Reappointment Effective:	Medical Oncology May 07, 2010 thru May 06, 2012	Active Physician
Murray, Linda, MD Reappointment Effective:	Occupational Medicine May 20, 2010 thru May 19, 2012	Affiliate Physician
Orris, Peter, MD Reappointment Effective:	Occupational Medicine May 16, 2010 thru May 15, 2012	Voluntary Physician
Proia, Laurie, MD Reappointment Effective:	Infectious Disease May 16, 2010 thru May 15, 2012	Voluntary Physician
Quesada-Rodriguez, Nancy, MD Reappointment Effective:	Pulmonary/Critical Care May 07, 2010 thru May 06, 2012	Active Physician
Rafiq, Muhammed, MD Reappointment Effective:	General Medicine May 16, 2010 thru May 15, 2012	Active Physician
Sadowski, Laura S., MD Reappointment Effective:	General Medicine May 21, 2010 thru May 20, 2012	Active Physician
Samuel, Joyce, MD Reappointment Effective:	Medical Oncology May 20, 2010 thru May 19, 2012	Active Physician
Sequeira, Winston, MD Reappointment Effective:	Rheumatology May 20, 2010 thru May 19, 2012	Voluntary Physician
Sha, Beverly, MD Reappointment Effective:	Infectious Disease May 16, 2010 thru May 15, 2012	Voluntary Physician
Shannon, Kathleen, MD Reappointment Effective:	Neurology May 20, 2010 thru May 19, 2012	Voluntary Physician
Telfer, Margaret, MD Reappointment Effective:	Hematology/Oncology May 16, 2010 thru May 15, 2012	Active Physician
Tenorio, Allan, MD Reappointment Effective:	Infectious Disease May 20, 2010 thru May 19, 2012	Voluntary Physician
Trenholme, Gordon, MD Reappointment Effective:	Infectious Disease May 16, 2010 thru May 15, 2012	Voluntary Physician
Weinstein, Robert, MD Reappointment Effective:	Infectious Disease May 16, 2010 thru May 15, 2012	Active Physician

**Department of Pediatrics**

Bell, Margo, MD Reappointment Effective:	Child Adolescent June 20, 2010 thru June 19, 2012
David, Richard, MD Reappointment Effective:	Neonatology May 20, 2010 thru May 19, 2012



**John H. Stroger, Jr. Hospital of Cook County**  
**Reappointment Applications**  
**Department of Pediatrics(cont'd)**

Mathew, Lily, MD Reappointment Effective:	Hematology/Oncology May 20, 2010 thru May 19, 2012	Active Physician
Serratto-Benvenuto, Maria, MD Reappointment Effective:	Peds Cardiology May 20, 2010 thru May 19, 2012	Voluntary Physician
Stahl, Christiane, MD Reappointment Effective:	Pediatrics May 20, 2010 thru May 19, 2012	Voluntary Physician
Watts, Tabitha, MD Reappointment Effective:	Pediatrics May 07, 2010 thru May 06, 2012	Voluntary Physician

**Department of Surgery**

Dwarkanathan, Surendar, MD Reappointment Effective:	Ophthalmology May 16, 2010 thru May 15, 2012	Active Physician
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**NON-MEDICAL STAFF ACTION PRIVILEGE RENEWAL**

Calvin, Donna J., CNP With Fogelfeld, Leon, MD Renewal Effective	Medicine  April 30, 2010 thru April 29, 2012	Nurse Practitioner
Jezisek, Todd M., PA-C With Huhn, Gregory D., MD Alternate Kowalski, John MD Renewal Effective:	Medicine  April 30, 2010 thru April 29, 2012	Physician Assistant
Joseph, Mary J, CNP With Kelly, Russell F., MD Renewal Effective:	Medicine  April 30, 2010 thru April 29, 2012	Nurse Practitioner

**Revised Collaborative Agreement with Prescriptive Authority**

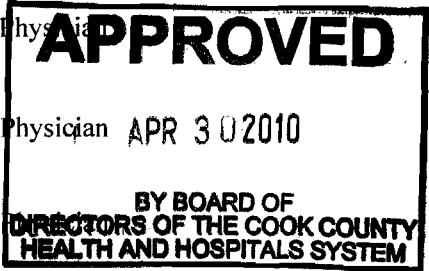
DiGiacomo, Marie, CNP With Arensman, Robert, MD	Surgery	Nurse Practitioner
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**Medical Staff Change with no Change in Clinical Privileges**

Dunlap, Ann Marie, M.D. Correctional Health/Med/Surg	From Active Physician to Voluntary Physician
Pillai, Sri, M.D. Surgery/Pediatric Surgery	From Active Physician to Voluntary Physician
Price, Mitchell, R., MD Surgery/Pediatric Surgery	From Voluntary Physician to Active

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# Oak Forest Hospital of Cook County



**Medical Staff Appointment Subject to Approval by the Cook County Health and Hospitals System Board of Directors**

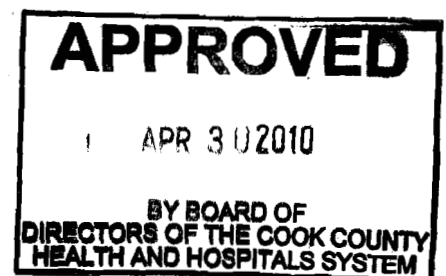
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## INITIAL APPOINTMENT APPLICATION

Deamant, Catherine, M.D.  
Appointment effective:

Internal Medicine  
April 30, 2010 thru March 16, 2012

Affiliate Physician



Item VII(A)  
CCHHS Board Meeting of April 30, 2010

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# Provident Hospital of Cook County



## Medical Staff Appointment/Reappointments Subject to Approval by the Cook County Health and Hospitals System Board of Directors

### INITIAL APPOINTMENT APPLICATION

Malapati, Radha, M.D. Appointment Effective:	Obstetrics and Gynecology April 30, 2010 thru July 28, 2012	Affiliate Physician
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### REAPPOINTMENT APPLICATIONS

#### Department of Anesthesiology

Solomon, Ralph, M.D. Reappointment Effective:	Anesthesiology May 18, 2010 thru May 17, 2012	Active Physician
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#### Department of Family Medicine

Barberousse, Lionel, MD Reappointment Effective:	Family Medicine May 16, 2010 thru May 15, 2012	Active Physician
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#### Department of Internal Medicine

McDunn, Susan H., MD Reappointment Effective:	Hematology/Oncology May 18, 2010 thru May 17, 2012	Affiliate Physician
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Rosen, Fred R., MD Reappointment Effective:	Hematology/Oncology May 18, 2010 thru May 17, 2012	Affiliate Physician
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Telfer, Margaret C., MD Reappointment Effective:	Hematology/Oncology May 16, 2010 thru May 15, 2012	Affiliate Physician
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#### Department of Pediatrics

Selvam, Leela, MD Reappointment Effective:	Neonatology June 20, 2010 thru June 19, 2012	Ancillary Physician
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#### Department of Surgery

Crawford, Clifford, MD Reappointment Effective:	General Surgery June 20, 2010 thru June 19, 2012	
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Komar, Thomas, MD Reappointment Effective:	General Surgery May 16, 2010 thru May 15, 2012	
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